Chapter 3: Selling U.S. Products and Services

Using an Agent or Distributor

Although some companies import directly from foreign manufacturers without local representation, in most cases the presence of a local agent or distributor is essential. As in other countries, the selection of an agent requires careful consideration. Because of regional economic disparities, varying states of infrastructure, and a host of other issues, it is often difficult to find one distributor that has complete national coverage.

We recommend that exporters and representatives have an agreement that is written by a Brazilian legal representative, to help exporters limit liability for product defects, protect a trademark, better ensure payments, and define warranty terms. Clauses related to exclusivity and performance targets may be included within the agreement.

The U.S. Commercial Service strongly suggests that U.S. companies consult with a Brazilian law firm before signing any agreement to avoid potential legal problems.

Establishing an Office

Investment options in Brazil include either setting up a company in Brazil or acquiring an existing entity. Setting up new companies is relatively complex, although the Ministry of Development, Industry, and Foreign Trade (MDIC) has signaled a desire to simplify the process. According to the Ministry, over the past few years, Brazilian authorities have significantly reduced the amount of time required to grant various licenses and registrations over the past few years.

The Central Bank monitors acquisitions of existing companies. Corporations ("*sociedades anônimas*") and limited liability companies ("*limitadas*") are relatively easy to form. Local law requires that foreign capital be registered with the Central Bank. Failure to comply may cause serious foreign exchange losses, as well as problems with capital repatriation or profit remittance. More information for potential investors can be found in our Investment Climate section (Chapter 6), or through Brazil's Ministry of Foreign Affairs Trade Promotion Department:

http://www.brasilglobalnet.gov.br/frmprincipal.aspx

Franchising

The Brazilian franchise sector is among the world's largest and sophisticated for its business practices and growth. The sector has consistently grown faster than the overall Brazilian economy and has become one of the main growth areas, used as an expansion strategy even by the more traditional retail companies. The strength of local brands poses special challenges for foreign brands to enter the market. However, the current market size and internal consumption growth places Brazil's franchising sector in an attractive position to foreign investors.

In 2012, the Brazilian franchise sector grew by 16.2%. Total sector revenue was about US$51 billion. There are an estimated 2,426 franchising chains and 104,543 franchising units, ranking the Brazilian franchising market as the 6th largest in the world in terms of units and the 3rd largest in terms of franchise chains. The number of chains grew from 2,031 in 2011 to 2,426 (+19.4%). The ABF (Brazilian Association of Franchising) projects sector growth of 16% in revenue in 2013.

Local Brazilian franchises dominate the market with a total of 93.5% market share. Foreign groups, particularly from the U.S., are making some headway. According to ABF, 168 foreign brands are operating in Brazil.

The ranking of the top ten franchise chains in Brazil, both by revenue and number of units, show the dominance of local brands over foreign ones. Only four out of the top ten performing franchise brands (in terms of earnings revenue and number of units) are foreign. McDonald's, Subway and AM PM Mini Market are from the US and Kumon is from Japan.

Ranking by Revenue		
	Brand	**Segment**
1	O Boticário	Cosmetics
2	McDonald's	Fast Food
3	DIA %	Service & Convenience
4	Localiza Rent a Car	Car Rental
5	Flytour Franchising	Hospitality and Tourism
6	Habib's	Fast Food
7	Colchões Ortobom	Matress/Furniture
8	AM PM Mini Market	Convenience Store

Ranking by Number of Units			
	Brand	**Segment**	**# Units**
1	O Boticário	Cosmetics	3,550
2	Colchões Ortobom	Matress/Furniture	1,762
3	Kumon	Education	1,565
4	AM PM Mini Market	Convenience Store	1,377
5	McDonald's	Fast Food	1,260
6	Cacau Show	Beverages, Coffee, Snacks	1,207
7	L'acua di Fiori	Cosmetics	1,166
8	Wizard Idiomas	Language Schools	1,163

9	Hering Store	Clothing
10	Bob’s	Food

9	Subway	Food	1057
10	Escolas Fisk	Language Schools	1002

Finding suitable master franchisees in Brazil is challenging. One strategy is to develop relationships with Brazilian franchisors and master franchisees of non-competing concepts. In general, Brazilian investors make decisions based on well-structured business plans and the expectations of financial return. It is misleading to think that emotional factors will heavily influence decision in favor of a certain brand or business concept. It is important that American franchisors understand this mindset and approach the market after having done the necessary homework and estimate the true potential of the brand within the market.

It is increasingly common for a Brazilian investor to negotiate risk-sharing agreements with the foreign franchisor when introducing a new brand to the market. “Risk” in this case usually refers to the foreign partner making a direct investment in the form of a joint-venture partnership. As many Brazilian brands are now seeking to expand internationally, many of them will be open to discussing bilateral agreements, wherein a foreign brand is launched in Brazil as the foreign franchisor develops a Brazilian brand in its home country. According to the ABF, there are currently 112 Brazilian brands present in 53 countries.

Direct Marketing

According to Acton International, a U.S.-based international direct marketing services provider, the Brazilian consumer receives an estimated 9.3 pieces of direct mail every month. Its research has shown that 74% of Brazilian consumers prefer receiving direct mail. With increased expendable income in the growing middle class, direct marketing is an effective option to include in a company’s marketing communications strategy for Brazil.

Brazil continues to lead Latin America in direct marketing activities due to its reliable postal service, large consumer base, and growing economy. The Brazilian Association of Direct Marketing (ABEMD) is a self-regulated, non-profit entity representing the direct marketing sector. Its web site provides important information regarding codes of conduct, legislation compliance, and direct marketing service providers. More information about ABEMD can be found at:

http://www.abemd.com.br/english.php

Joint Ventures/Licensing

Joint ventures are common in Brazil, particularly as an approach for foreign firms to compete for government contracts or in heavily regulated industries, such as telecommunications and energy. Usually joint ventures are established through "*sociedades anônimas*"or "*limitadas*," which are similar to corporations and limited partnerships respectively. Licensing agreements are also common in Brazil. For more information see the “Investment Climate” section in Chapter 6.

All licensing and technical assistance agreements, including trademark licenses, must be registered with the Brazilian Industrial Property Institute (INPI):

http://www.inpi.gov.br/

Selling to the Government

The Federal Government is Brazil's biggest buyer of goods and services. Winning contracts with the Brazilian Government can be challenging. U.S. exporters may find themselves at a competitive disadvantage if they do not have a significant in-country presence, as well as the patience and financial resources to respond to legal challenges and bureaucratic delays.

Brazilian Government procurement policies apply to purchases by government entities and parastatal companies. Government procurement regulations contained in Bid Law 8666 establish an open competitive process for major government procurements. Under this law, price is the overriding factor in selecting suppliers. Tenders are open for international competition, either through direct bidding, consortia or imports. However, for many of the larger tenders (e.g. military purchases) single source procurements are possible if they are deemed to meet the national interest or unique technical requirements. In case of a bid tie, nationally owned companies will gain preference over foreign competitors. Recent measures are focused on modernizing the tender process.

The Brazilian Constitution requires that all government purchases, whether at the federal, state or municipal levels, be contracted through public tenders. This process is regulated by Bid Law 8666, introduced in 1993. This law requires any and all official bidders to have a legal presence in Brazil. Law 8666 establishes general requirements for tenders and administrative contracts for goods and services at the Federal, State, and Municipal levels.

Brazil is not a signatory to the WTO Government Procurement Agreement, which precludes discrimination against goods and services from other signatory countries. Preferences for locally-produced products apply to government procurement at all levels, including federal, state and local. Recently, however, the GOB issued a new regulation that allows federal and state tax exemptions for certain items purchases in the cities that will host the Confederations Cup and World Cup games. The tax reduction will be for products and services that will be used for the event organization and infrastructure for the Confederations Cup and World Cup. The GOB also suspended some remedy actions on products that will be used during the games. All of these measures are limited to items that will be used for the major sporting events. Even with these exemptions in place, U.S. companies may find it difficult to participate in Brazil's public sector procurement unless they are associated with a local firm that can keep them informed of new procurements on short notice and assist with the preparation of required paperwork.

Government procurement of foreign telecommunications and information technology equipment is exempt from the above requirements. Special requirements were established in 1993 and 1994 allowing locally manufactured telecommunications and IT products to receive preferential treatment in government procurement, and to be eligible for tax incentives and other fiscal benefits based on local content and other requirements.

In 2010, then-President Lula signed a provisional measure that later was approved by the Congress and became law (No. 12,349, December 15, 2010), giving preference in public tenders to firms that produce in Brazil -- whether foreign-owned or Brazilian – and fulfill certain economic stimulus requirements such as generating employment or contributing to technological development, even when their bids are up to 25 percent more expensive than competing imported products. In August 2011, this system of preference margins was folded into Plano Brasil Maior, the national industrial policy. Government procurement is just one of thirty-five components under Brasil Maior intended to support Brazilian exporters and protect domestic producers, particularly labor-intensive sectors threatened by exports from abroad. The textile, clothing and footwear industries – among the few industries to have lost jobs during the current growth period – were the first to benefit from Brasil Maior when, in November 2011, the Ministry of Development, Industry and Commerce implemented an 8 percent preference margin for Brazilian-made goods in these industries when bidding on government contracts. In April 2012, the government added pharmaceuticals and certain heavy construction equipment to the list of products receiving preference margins. In June 2012, the defense, education, and agriculture sectors also received preference margins. US$4.2 billion was earmarked in 2012 for government purchases of domestically-made products. Special legislation was also enacted for the purchase of local trucks, vans, and road equipment.

Decree 7174 (2010), which regulates the procurement of information technology goods and services, requires federal agencies and parastatal entities to give preferential treatment to locally produced computer products and goods or services with technology developed in Brazil based on a complex price/technology matrix. However, Brazil permits foreign companies that have established legal entities in Brazil to compete for procurement-related contracts funded by multilateral development bank loans. In February 2013, Decree 7903 (2013) was issued, setting new preference margins for ICT products. Under the new guidelines, ICT products assembled in Brazil with imported component parts will have a 15% preference margin, while ICT products manufactured in Brazilian from local components will have a 25% preference.

The preference margins stipulated under Plano Brazil Maior are temporary and are set to expire between 2014 and 2015, depending on the sector. Government procurement is just one of thirty-five components under *Brasil Maior* intended to support Brazilian exporters and protect domestic producers, particularly in the labor-intensive sectors.

Brazil is negotiating a treaty on government purchases under Mercosul. When the treaty is signed and ratified, Mercosul-produced goods will also be included in the Government of Brazil preference margins on public purchases.

It is often difficult for foreign companies to sell to Brazil’s public sector unless they are associated with a local firm. To be considered a local firm, a firm’s capital, decision-making authority, and operational control must be majority Brazilian-owned. A Brazilian state enterprise is permitted to subcontract services to a foreign firm if domestic expertise is unavailable, while a foreign firm may only bid to provide technical services when there are no qualified Brazilian firms.

In the case of international tenders to supply goods and services for government projects, successful bidders are required to have local representation --i.e., a legal presence in Brazil. Since the open period for bidding is often as short as one month, it is advisable to have a resident partner in Brazil.

Including Brazilian goods and services in your company's bid, or significant subcontracting association with a Brazilian firm, may improve your company’s chance for success. Similarly, a financing proposal that includes credit for the purchase of local goods and services for the project will be more attractive. Advance descriptions of U.S. suppliers' capabilities can prove influential in winning a contract, even when they are provided before the exact terms of an investment plan are defined or the project's specifications are completed. Such a proposal should include presentations on financing, engineering, equipment capabilities, training, and after-sale service.

Distribution and Sales Channels

All of the customary import channels exist in Brazil: agents, distributors, import houses, trading companies, subsidiaries and branches of foreign firms, among others. Brazilian importers generally do not maintain inventory of capital equipment, spare parts, or raw materials, partly because of high import and storage costs. Recently, because of the creation of additional bonded warehouses, industries that rely heavily on imported components and parts are maintaining larger inventories in these warehouses.

Selling Factors/Techniques

Price and payment terms are extremely important sales factors. Generally, U.S. goods are perceived as high quality; however, depending on quality as the primary competitive advantage may be risky. To be competitive, U.S. companies should adapt their products to local technical requirements and culture. In some sectors, competing with an ever increasing amount of Chinese imports can be difficult because of their low prices; therefore, emphasizing product quality, customer service, after-sale service, financing arrangements, and warranty terms are key factors for U.S. companies. As Brazilians are becoming more environmentally-aware, it is also advisable to demonstrate commitment to sustainable development practices when introducing new products into the market.

Electronic Commerce

Brazil is the largest and most advanced Internet market in Latin America and the ninth largest in the world. Brazil's e-commerce market grew 7.42% in 2012. Euromonitor International says that 48% of the country's population uses the internet, which demonstrates the potential for growth. According to online market research service Marketline, the internet access market in Brazil is expected to total US$9.9 billion in 2013, a 13.5% increase over the previous year. Continued increase of broadband internet access is driven, in part, by the government's initiative, Plano Nacional de Banda Larga or PNBL.

According to the Brazilian Chamber of Electronic Commerce report, the e-commerce segment ended 2012 with US$ 11.3 billion in earnings, an increase of 20% as compared to 2011. A total of 66.7 million orders were placed in 2012, 24.2% increase compared to the previous year. The rising demand was accompanied by an increase in the number of virtual consumers (10.3 million new consumers).

Currently, over 42.2 million people have performed at least one online purchase in Brazil. Home appliances is in the first place with 12.5% followed by fashion and accessories with 12.2%, house, decoration and medication items with 12%, computer products and house decoration completed the ranking with 9.1% and 7.8% respectively. Group buying segment also increase 8% as compared to previous year. M-Commerce transactions are also on the rise reaching 2.5% of the total transactions. Amazon, Google, Yahoo and other U.S. giant companies already have offices in Brazil.

The Brazilian B2C e-commerce segment accounted for US$ 11.0 billion in 2012. One of the segment's development factors is the "long-tail" effect, which allows wider product offers focused on B2C e-commerce niches rather than the physical market, which entails a much greater inventory of virtual stores compared to physical stores – surveys held in other countries, for example, indicate that online stores' inventories are 6 to 23 times larger than those of physical stores. Online retailers are taking advantage of U.S. selling techniques. For example, in 2012, Black Friday saw a 368% increase in online spending compared to the average online shopping day in November, a considerably higher increase than the 63% increase observed in the United States during the same period, according to comScore.

The most profitable industry sectors for online shopping include electronic appliances, computers, electronics, and fashion and accessories. Fashion is a particularly interesting category despite the widely-held belief that Brazilians need to try on clothes before purchasing. Brazilians tend to purchase through marketplaces and group buying websites. Brazilians also like to take advantage of online discount websites and coupons. Many middle-class consumers are aware that online prices for consumer goods and customer service policies are better than in stores. As of the date of this publication, the most popular online retail websites include:

www.mercadoLivre.com.br
www.lojasamericanas.com.br
www.magazineluiza.com.br
www.casasbahia.com.br
www.Netshoes.com.br

Geographically, consumers in the state of São Paulo account for one-third of online purchases (34.2%), which reflects Brazil's concentration of wealth and education. U.S. firms should take into account this concentration when assessing potential partnerships and working with consultants and online service providers. Many of the major consulting agencies, search engine optimization firms and e-commerce associations are based in São Paulo, the country's business capital.

Most Brazilians still use cash, checks and payment slips but the potential for electronic payment methods is huge. According to a survey conducted by ABECS (Associação Brasileira das Empresas de Cartões de Créditos e Serviços [Brazilian Association of Credit Card and Service Companies]), only 27% of the country's payments are effected via credit, debit or prepaid cards. Security continues to be a concern, with relatively little information available regarding online fraud. According to Forbes, Brazil suffers from weak legislation against cybercrimes. While international visitors to Brazil have relatively few problems using international credit cards at hotels and tourist venues, the same is not true for online purchases. Many local travelers cannot pay for services such as airline or movie tickets online as many Brazilian websites do not accommodate international credit cards. Due to the anticipated large number of international visitors coming to Brazil for the aforementioned major events, the U.S. Commercial Service has seen some improvements. Brazilian merchants are increasingly aware of the need to partner with banks and payment providers that can enable foreigners to securely purchase from local websites. U.S. firms providing e-commerce solutions to meet these needs may find good opportunities in Brazil.

As in other countries, digital travel sales have an important role in the growth of ecommerce in Brazil. Travel represented close to a third of the country's total ecommerce sales in 2012, e-

market analysts estimates. Brazil's sheer size means that air travel is required to get from place to place, and airline tickets can be expensive.
While the middle class, especially those in the upper end, will be a major driver of growth in ecommerce in Brazil, much of the segment's sales will continue to come from wealthier buyers, who not only have more expendable income but also have more experience online.

U.S. Business-to-Consumer (B2C) firms seeking to reach the online Brazilian consumer from the U.S. should proceed with caution. It is cost prohibitive and unreliable for online shoppers to purchase and import products into the country from the U.S. because of high import taxes. Direct sales from the US are subject to customs and duties regulations. Although Brazil has made substantial progress in reducing traditional border trade barriers (tariffs, import licensing, etc.), tariff rates in many areas remain high and continue to favor locally produced products. Tariffs, in general, are the primary instrument in Brazil for regulating imports. All tariffs are ad valorem, with rates between 0 – 35%, levied on the Cost Insurance Freight (CIF) value of the import, with the exception of some telecommunication goods. Brazil maintains a higher average tariff on processed items than for semi-processed goods and raw materials. The United States continues to encourage tariff reductions on products of interest to US firms. In addition, relatively few Brazilians are comfortable navigating English language websites. Investments in advertising and search engine optimization techniques in Brazil to direct B2C traffic to the U.S or to English or Spanish-language websites is not encouraged. Instead, given the market size and potential, U.S. retailers are encouraged to explore strategies that include a local presence in the market.

Trade Promotion and Advertising

With its well-established and diversified industrial sector, Brazil has a variety of specialized publications that can provide excellent advertising outlets. TV advertising can also be an important marketing channel for Brazil's growing consumer base. The top advertising categories by expenditure are trade and commerce, consumer services, culture, leisure, sports and tourism, media, as well as public and social services.

The most popular magazine in Brazil, with a circulation of over one million copies, is the weekly *Veja*, published by the Abril Publishing Company:

http://www.uol.com.br/veja

The largest daily circulation newspaper is *Folha de São Paulo*, published by the Folha Group, with a circulation of 400,000 on Sundays and a daily circulation of 317,000 from Monday through Saturday:

www.uol.com.br/fsp

Trade fairs are another important marketing tool. The city of São Paulo hosts around 300 trade fairs per year, and other cities host significant shows as well, e.g. Rio de Janeiro for the oil and gas industry and Belo Horizonte for mining. These events attract many visitors and exhibitors from Brazil and foreign countries. Specialists from the U.S. Commercial Service Brazil participate in many of these events, and can help you arrange meetings with potential agents, distributors, lawyers, and customers at these trade shows. Some of the most important trade shows in Brazil are listed by industry in Chapter 4.

Pricing

Payment terms are extremely important in Brazil because of the country's high interest rates. In fact, it is not unusual for a local company to select a U.S. supplier with higher prices but better financing terms.

In Brazil, all import-related costs are generally high because of import duties and taxes – thus some U.S. companies implement efficient logistics systems even at the risk of lowering profit margins.

Sales Service/Customer Support

The "Consumer Protection Law" of 1992 requires customer support and after-sale servicing. In the case of imported products, the importer or the distributor is responsible for such services; therefore, U.S. manufacturers should appoint agents or distributors who are qualified to provide such services.

Protecting Your Intellectual Property

Several general principles are important for effective management of intellectual property ("IP") rights in Brazil. First, it is important to have an overall strategy to protect your IP. Second, IP is protected differently in Brazil than in the U.S. Third, rights must be registered and enforced in Brazil, under local laws. Your U.S. trademark and patent registrations will not protect you in Brazil. There is no such thing as an "international copyright, patent or trademark" that will automatically protect your intellectual property throughout the entire world. Protection against unauthorized use in a particular country depends, basically, on the national laws of that country. However, Brazil, like most countries, offers protection for intellectual property originating outside Brazil.

Brazil has ratified the Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS), and the Brazilian intellectual property law incorporating international standards has been in effect since 1996. The most relevant IPR agency in Brazil is the National Institute of Industrial Property (INPI), which has actively sought to raise awareness about the concept of intellectual property in Brazil and remains up to date with the international community. This posture reflects Brazil's significant improvement on enforcement, according to the USTR Special 301 report regarding intellectual property protection. INPI is also taking measures to increase Brazil's patent processing capacity by hiring examiners, raising salaries and modernizing equipment. Brazil has also ratified the World Intellectual Property Organization Treaties on Copyright, Performances, and Phonograms.

Registration of patents and trademarks is on a first-in-time, first-in-right basis, so you should consider applying for trademark and patent protection even before selling your products or services in the Brazilian market. It is vital that companies understand that intellectual property is primarily a private right and that the U.S. Government generally cannot enforce rights for private individuals in Brazil. It is the responsibility of the rights holders to register, protect, and enforce their rights where relevant, retaining their own counsel and advisors. Companies may wish to seek advice from local attorneys or IP consultants who are experts in Brazilian law. The U.S. Commercial Service can provide a list of local lawyers upon request through the following link:

http://export.gov/brazil/businessserviceproviders/index.asp

While the U.S. Government stands ready to assist, there is little we can do if the rights holders have not taken these fundamental steps necessary to securing and enforcing their IP in a timely fashion. Moreover, in many countries, rights holders who delay enforcing their rights on a mistaken belief that the U.S. Government can provide a political resolution to a legal problem may find that their rights have been eroded or abrogated due to legal doctrines such as statutes of limitations, laches, estoppel, or unreasonable delay in prosecuting a law suit. In no instance should U.S. Government advice be seen as a substitute for the obligation of a rights holder to promptly pursue its case.

It is recommended that small and medium-size companies understand the importance of working together with trade associations and organizations to support efforts to protect IP and stop counterfeiting. There are a number of these organizations, both Brazilian and U.S.-based. These include:

- The U.S. Chamber of Commerce and local American Chambers of Commerce
- National Association of Manufacturers (NAM)
- International Intellectual Property Alliance (IIPA)
- International Trademark Association (INTA)
- The Coalition against Counterfeiting and Piracy
- International Anti-Counterfeiting Coalition (IACC)
- Pharmaceutical Research and Manufacturers of America (PhRMA)
- Biotechnology Industry Organization (BIO)

IP Resources

A wealth of information on protecting IP is freely available to U.S. rights holders. Some excellent resources for companies regarding intellectual property include the following:

- For information about patent, trademark, or copyright issues -- including enforcement issues in the US and other countries -- call the STOP! Hotline: 1-866-999-HALT or register at www.StopFakes.gov.

- For information on obtaining and enforcing intellectual property rights and market-specific IP Toolkits visit: www.StopFakes.gov. This site is linked to the USPTO website for registering trademarks and patents (both in the U.S. as well as in foreign countries), as well as the U.S. Customs & Border Protection website to record registered trademarks and copyrighted works (to assist customs in blocking imports of IP-infringing products), and allows you to register for Webinars on protecting IP.

- For information about how to evaluate, protect, and enforce intellectual property rights and how these rights may be important for businesses, a free online training program is available at www.stopfakes.gov.

- For information about registering trademarks and patents (both in the U.S. as well as in foreign countries), contact the US Patent and Trademark Office (USPTO) at: 1-800-786-9199.

- For information about registering for copyright protection in the US, contact the US Copyright Office at: 1-202-707-5959.

- For US small and medium-size companies, the Department of Commerce offers a "SME IP Advisory Program" available through the American Bar Association that provides one hour of free IP legal advice for companies with concerns in Brazil, China, Egypt, India, Russia, and other countries. For details and to register, visit: http://www.abanet.org/intlaw/intlproj/iprprogram_consultation.html

- The USPTO's IPR Toolkit for Brazil can be found at:

http://brazil.usembassy.gov/intelprop.html

- The U.S. Commerce Department has positioned IP attachés in key markets around the world. You can contact the IP attaché who covers Brazil and the Southern Cone at: Albert.Keyack@trade.gov

Due Diligence

It is always advisable to conduct due diligence on potential partners. Negotiate from the position of your partner and give your partner clear incentives to honor the contract. A good partner is an important ally in protecting IP rights. Consider carefully, however, whether to permit your partner to register your IP rights on your behalf. Doing so may create a risk that your partner will list itself as the IP owner and fail to transfer the rights should the partnership end. Closely monitor your cost structure and reduce the margins (and the incentive) of potential bad actors. Projects and sales in Brazil require constant attention. Work with legal counsel familiar with Brazilian laws to create a solid contract that includes non-compete clauses and confidentiality/non-disclosure provisions.

In Brazil, the U.S. Commercial Service (USCS) can provide U.S. companies with lists of well-known and respected credit rating companies and law firms that can conduct credit checks on potential customers or provide important legal advice. Additionally, the USCS Brazil offers U.S. companies detailed background information, including visits to the target company, through its International Company Profile (ICP). For information on this product, please go to our Services for U.S. Companies at http://export.gov/Brazil/.

Local Professional Services

For references to local service providers, please contact one of the U.S. Commercial Service's five offices in Brazil in Belo Horizonte, Brasília, Rio de Janeiro, São Paulo and Recife. For contact information, please visit: http://export.gov/brazil/contactus/index.asp.

Web Resources

Ministry of Foreign Affairs Commercial Promotion site, Brasil Global Net:
http://www.brasilglobalnet.gov.br
Brazilian National Institute for Industrial Property:
http://www.inpi.gov.br

Intellectual Property Protection:
http://brazil.usembassy.gov/intelprop.html
American Bar Association:

http://apps.americanbar.org/intlaw/intlproj/iprprogram_consultation.html

U.S. Commercial Service – Brazil:
http://export.gov/Brazil/

Brazilian Franchising Association:
http://www.portaldofranchising.com.br